Conditions necessary for the long-term viability of Whole Earth

An active owner/board committed to:

1. The vision represented by Whole Earth.
2. Raising at least $150,000 a year.
3. Overseeing and supporting management.

A Summary plan — formally agreed upon by board and management

1. A statement of the magazine's editorial vision and goals.
2. Constituency.
   - Current and potential.
   - Critical decision: Does Whole Earth focus its circulation marketing efforts on penetrating more deeply its current niche of readers, or does it try to reach new constituencies?
   - Acknowledge our current readership base as our most valuable asset, and make an explicit editorial commitment to servicing them.
   - Acknowledge that acquiring subscribers with different demographic profiles from our traditional reader will cost money. Simply shifting editorial focus is not satisfactory. Doing so without supporting circulation marketing efforts will likely have the net result of alienating many current subscribers.
   - A plan to reach new constituencies is conditional upon raising money above and beyond funds budgeted for operational costs. Budget forecasts which assume $150,000 raised annually do not include funds earmarked for circulation marketing.
3. A simple and clear rationale demonstrating how the vision of Whole Earth fulfills the interests and needs of the target audience.
4. Competition
   - Magazines, television, on-line media, newsletters, etc.
   - How does Whole Earth differentiate itself?
   - How does it fulfill the interests/needs of readers not satisfactorily addressed by the competition?
4. Financial and circulation goals after 3 years.

A circulation marketing plan

1. A clear statement of audience.
2. A commitment on the part of board, management and staff that the singular purpose of Whole Earth is to represent, service and challenge the interests and needs of that audience.
3. Optimum circulation base.
   - The paramount variable influencing budgeting and long-term planning. It will likely be modified in time. Nevertheless, it provides a necessary anchor for financial forecasting and fundraising.
4. Current subscribers.
   - Determine the nature of their interest(s) in Whole Earth and be explicit about how Whole Earth fulfills that interest.

5. Ensure that the circulation marketing strategy is reflected in the form of the magazine.

- Use the cover as a tool for promoting newsstand sales.
- Address "our constituency" directly in the magazine. Telling readers who they are and what they share on an ongoing basis, so that newcomers and like-minded browsers will catch on more easily. Builds community awareness.

Advertising

1. How important is it? Will the potential revenue realized from advertising cover the costs required to maintain an advertising program? Less editorial pages must be considered a cost associated with the program.